MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2018/2019

BPM2884- PERFORMANCE MANAGEMENT

(DISTANCE EDUCATION)

13 OCTOBER 2018
9.00 a.m – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **FIVE (5)** pages with 2 sections (excluding this cover page).

2. Section A: **TWENTY (20)** multiple choice questions. Answer **ALL** questions. (40 marks)

3. Section B: **THREE (3)** structured questions. Answer **ALL** questions. (60 marks)

4. Answer **Section A** in the multiple-choice answer sheet provided and **Section B** in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (40 MARKS)

There are TWENTY (20) questions in this section. Answer ALL questions. Each question carries TWO (2) marks.

1. Which of the following is **NOT** a determinant of performance?
   A. Attitude
   B. Motivation
   C. Declarative knowledge
   D. Procedural knowledge

2. Task performance is defined as _____.
   A. offering help and cooperating with others
   B. behaviors that contribute to the organization's effectiveness
   C. activities that provide a good environment in which task performance can occur
   D. activities that transform raw materials into the goods and services that are produced by the organization

3. Contextual performance is largely influenced by _____.
   A. skills
   B. abilities
   C. personality
   D. intelligence

4. A(n) _____ is a yardstick used to evaluate how well employees have achieved each objective.
   A. objective
   B. accountability
   C. results statement
   D. performance standard

5. Characteristics of good objectives include all of the following **EXCEPT** _____.
   A. challenging
   B. spontaneous
   C. bound by time
   D. specific and clear

6. _____ are measurable clusters of knowledge, skills and abilities (KSAs) that are critical in determining how results will be achieved.
   A. Performance standards
   B. Accountabilities
   C. Competencies
   D. Objectives

Continued.....

7. The basic component that requires appraisal forms to contain job title, division, pay grade or salary, and evaluation period is referred to as _____.
   A. accountabilities, objectives, and standards
   B. major achievements and contributions
   C. competencies and indicators
   D. basic employee information

8. The feature that recommends that an appraisal form specifies expectations about past and future performance is referred to as _____.
   A. clarity
   B. descriptiveness
   C. time orientation
   D. comprehensiveness

9. During the _____ meeting, an employee's developmental needs and the resources and methods available to meet those needs are discussed.
   A. system inauguration
   B. self-appraisal
   C. development plan
   D. objective setting

10. Which of the following questions should a communication plan answer?
   A. How does performance management fit in our strategy?
   B. What is performance management?
   C. What are my responsibilities?
   D. All of the above

11. Selective _____ is a tendency to expose our minds only to ideas with which we already agree.
   A. exposure
   B. perception
   C. retention
   D. none of the above

12. To control biases and increase acceptance of the performance management system, supervisors need to increase _____ involvement in the system design.
   A. human resource
   B. stakeholders
   C. employee
   D. customer

Continued.....

13. _____ is/are a developmental process that consists of a one-on-one relationship between a senior (mentor) and junior (protégé) employee.
    A. Mentoring
    B. Job rotation
    C. Self-guided reading
    D. Temporary assignments

14. What is the objective of a developmental plan?
    A. To show an employee that he is not very good
    B. To encourage an employee to perform better than expected
    C. To encourage continuous learning, performance improvement, and personal growth
    D. To provide an opportunity to the employee that he will not be able to successfully complete his goals

15. Which of the following behaviors are parts of coaching activities?
    A. Giving advice, guiding employees, giving employees confidence, and helping them to gain better competence
    B. Guiding performance, planning daily activities, designing on-the-job training, and punishing employees
    C. Directing employees, punishing employees, and ensuring they get their job done
    D. None of the above

16. _____ describes the coaching behavior that involves gathering information on whether performance deficiencies are due to lack of knowledge and skills, abilities, motivation, or situational factors beyond the control of the employee.
    A. Giving feedback
    B. Motivating employees
    C. Documenting performance
    D. Diagnosing performance problems

17. Coaches who favor the _____ style of coaching want employees to be happy and to do what feels right for them.
    A. persuading
    B. directing
    C. amiable
    D. analyzing

18. Team performance management system should target _____.
    A. Individual performance only
    B. Team performance as a whole only
    C. Individual and team performance as a whole
    D. Individual performance, an individual's contribution to the performance of his or her team, and team performance as a whole

Continued.....

19. Teams can be classified based on _____.
    A. Complexity of task and membership configuration
    B. Membership configuration and location of members
    C. Membership configuration and type of task
    D. Complexity of task and type of task

20. Which of the following challenges are faced by organizations that choose to include a team component in their performance management systems?
    A. How to identify individual and team measures of performance
    B. How to balance individual and team performance
    C. How to assess relative individual contributions
    D. All of the above

SECTION B: STRUCTURED QUESTIONS (60 Marks)

There are THREE (3) structured questions. Answer ALL questions. Each question carries 20 marks.

QUESTION ONE

You are the human resource manager who is in charge of developing the employee performance appraisal form. You need to decide who will be the primary sources of performance information for the appraisal.

What are the **two (2) advantages** and **two (2) disadvantages** of having the following individuals as primary sources of performance information in the performance appraisal process?

a) Supervisors [5 marks]
b) Peers [5 marks]
c) Subordinates [5 marks]
d) Self [5 marks]

[Total = 20 marks]

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QUESTION TWO

Your company decides to implement performance management at the team-level. As the human resource manager in charge of this initiative, you need to get information on the items below.

a) Discuss the characteristics of the following types of teams.
   i. Project Teams [3 marks]
   ii. Network Teams [4 marks]
   iii. Work or Service Teams [3 marks]

[10 marks]

b) Discuss the **four (4) dimensions** of team performance that the company needs to assess.
[10 marks]

[Total =20 Marks]

QUESTION THREE

a) Explain 360-degree feedback system as a tool to improve employee performance.
[10 marks]

b) Discuss **five (5) advantages** of a 360-degree feedback system
[10 marks]

[Total =20 Marks]

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